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UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL RESEARCH ADMINISTRATION
Bureau of Animal Industry

October 4, 1950

ANNUAL REPORT ON MANAGEMENT IMPROVEMENT PLAN

PART I

Operation of the Management Improvement Plan

The Management Improvement Plan of the Bureau of Animal Industry, which was submitted in early 1950, described the existing management improvement program as functioning in accordance with long and well established policy which placed upon supervisors at all levels the responsibility for continually examining into the effectiveness, efficiency, and economy with which their assigned functions were being carried on. That report also identified and described methods of program review and evaluation which had been developed and adopted to assure adherence to this stated policy.

Since March 1950, the Bureau's management improvement program has been critically examined and as result of that examination a revised plan has been put into operation. In summary, this plan assigns to Assistant Chiefs of Bureau the primary responsibility of assuring that in functional areas coming within their jurisdiction major operating problems and improvement needs are identified, concrete management improvement projects initiated, and continuing action taken thereon to assure that operations are conducted with a maximum of efficiency and effectiveness and at minimum cost.

The first action to be taken under this plan requires each Division to reexamine its work operations in order to bring about the identification of major operating problems and improvement needs. Following this step, each Division will be required to plan and schedule proposed improvement action. Problems identified and plans and schedules prepared according to this procedure will then be reviewed by the Chief of Bureau and his Assistants and priorities set for the various projects in light of their importance and of benefits to be realized. It is expected that the plan will be fully in operation by the end of the calendar year.

The changes made in our management improvement program and the need for assuring and facilitating the identification and scheduling of action on major opportunities for improvement in accordance with revised plans have required us temporarily to suspend action underway on a number of improvement projects already inaugurated. We are, however, continuing to prosecute action on a number of others. We are summarizing in a succeeding section of this report accomplishments during this calendar year, and are listing projects underway and known improvement problems which undoubtedly will be identified and assigned relatively high priorities under our revised plan.

PART II.

A. Summary of Management Improvement Accomplishments

Early in the fiscal year the Animal Husbandry Division adopted a field review plan under which an Assistant Division Chief and the Division's Administrative Officer visited various field stations to review operations and to assist officials in charge in arriving at solutions to operating and administrative problems confronting them. Through these visits many problems which would have been referred to the central office of the Division have been promptly and satisfactorily resolved on the spot. In addition, the visits brought about closer understanding and more effective liaison between the field stations and Beltsville headquarters on both program and management matters.

One of the most noteworthy management accomplishments of the Animal Husbandry Division was the material expansion of active State Experiment Station cooperation in the work of two of its field stations. Active cooperation was effected with the Louisiana Agricultural Experiment Station in the work at Jeanerette, Louisiana, and arrangements made for similar cooperation on the part of the Arizona Agricultural Experiment Station in the work at Glendale, Arizona. The Division's field station activities are now characterized by a high degree of direct and effective cooperation of this nature with the States in which the stations are located.

Improved management of farm activities at Beltsville, Maryland, in cooperation with the Bureau of Plant Industry acting in an advisory capacity, has this year contributed to better quality and productivity of pastures, hay, and corn crops. With favorable weather conditions, this resulted in a material increase in the carrying capacity of the acreage at Beltsville during the fiscal year and greater economy in maintenance of research herds and flocks.

Planning, control and review have been extensively applied in the Pathological Division's program of research and service work, with active participation of all personnel engaged on the various projects. Systematic reviews have been undertaken in various areas for the purpose of devising improvements. These have brought about the introduction of improved management methods in experimental work. One of the more significant of these accomplishments was the establishment of a controlled program for the feeding of experimental animals. Under this program the food requirements of such animals were established and specific mixing, distribution and feeding schedules were prescribed. Approved feeding boxes and mangers were installed. Supervisory personnel then undertook regularly to check feeding practices to assure that schedules were being adhered to, that food requirements of individual animals were being adequately met, and that wasteful feeding practices were eliminated. Through strict adherence to this plan it was possible to feed the same number of experimental animals throughout the year, despite the fact that the costs of feeds were constantly increasing. Had the measures

indicated not been employed, the costs of feeding these animals would have been increased by approximately \$8,000. Improved animal husbandry practices have been applied to the large experimental animals with encouraging results. Cattle, horses and swine that have been used on one research project are now being used on others to a greater extent than heretofore, when the two diseases concerned permit this double use. 1/ Some economies have been effected by the salvage of meat from animals used on various projects for the making of laboratory media, as in previous years.

In past years, investigations of swine parasites and parasites affecting meat and other edible portions of carcasses were carried out in Beltsville, Maryland and Chicago, Illinois. One individual served as leader of both projects because the two problems are more or less related. Because of the wide separation of work, the leader could not do full justice to either one. Accordingly, during the past year most of the work was concentrated in the Chicago laboratory, with only such portions being left in Beltsville, as could be done there to best advantage. During the current year these projects will be carried on entirely in the Chicago laboratory where there are better opportunities for research because that city is the center of the nation's meat industry.

The following worthwhile savings were effected in the U. S. Regional Animal Disease Research Laboratory, Auburn, Alabama: (a) An inexpensive wooden platform was constructed, at a total cost of \$37, to hold the sacks of grain concentrate, thereby protecting this feed from dampness and insects, with an annual savings estimated about \$40; (b) By carefully computing the daily feed requirements of the animals and distributing the feed under careful supervision, a saving of \$130 was effected; (c) By establishing an improved pasture, enough feed was grown for about fifteen cows and five sheep, thereby effecting a net saving of \$360.

The Interstate Inspection Division reexamined its inspectional requirements at each stockyard so as to assure more effective use of available staff, which is resulting in more effective coordination and integration of the work, as well as a higher standard of inspection performance. Organizational changes have been made at six of the larger stockyards by dividing them into operating segments under the supervision of a coordinating supervisor. Regional supervision has been provided at 18 of the largest public stockyards in the North Central region. A livestock laws investigator has been assigned on a regional basis to provide closer supervision in the Midwest region, an area contiguous to the nation's largest livestock markets, and some 80 outlying in transit

1/ This problem, which was identified in our management improvement statement of September 29, 1949 (which accompanied Budget Estimates for Fiscal Year 1950) is being reexamined. Therefore it is not listed elsewhere in this report among projects on which specific improvement action is underway.

feeding yards, and changes in inspection procedures and methods have been adopted with resulting improvement in the effectiveness of inspection supervision. The alignment of other areas on a regional basis is currently under examination.

To improve the effectiveness of the operating force of the Virus-Serum Control Division, a series of group conferences have been planned, designed to orient and reorient inspectors in the various phases of divisional operations. The first of this series was held recently at one of the centrally located field stations. This conference was well received and resulted in a better understanding of Division problems from both management and operations viewpoints. A more uniform procedure for inspection of licensed establishments is expected to be brought about as a direct result of this conference. It is planned to continue such conferences as the need arises.

During the year the Meat Inspection Division, through coordination of inspection and studies by area directors, inspectors in charge and staff members of the central office, supplemented by procedures developed to meet inspection needs and problems which had been identified, was able to obtain a greater degree of uniformity in inspection throughout the country. The Division also has in preparation an inspector's manual which will serve as another working tool to supplement the Meat Inspection regulations.

During the past year antemortem, postmortem, and processing reports were changed to a mark sense system of reporting and the tabulations have been made on International Business machines. Reporting has also been revised somewhat to meet current needs. These revisions have resulted in making more readily available currently needed information on the slaughter and preparation of meat and meat food products of over three-fourths of all the animals slaughtered commercially in the United States.

A study of methods of improving inspection supervision in the Animal Foods Inspection Service by increasing the interest and ability of inspection personnel was identified in our March 1950 report as a management area requiring primary attention and offering opportunities to accomplish improvements. This study has been carried out during the past and current fiscal years by periodic visits from the central office in Washington to stations in the field. This travel provided opportunity to observe operations at station and plant levels; to discuss with officials and employees specific and general inspection requirements; to identify and take action necessary to solve both individual and general inspectional problems; and otherwise to promote and take action necessary to assure uniformity in conduct of the inspection program. This course of action has brought about increased efficiency of the inspection program. It is planned to continue during the remainder of the current and in the coming budget year to devote primary attention to the improvement of inspection and inspection supervision in the Animal Foods Inspection Service.

In the past year the following improvement actions have been taken by administrative Divisions of the Bureau:

During the year increased emphasis was given to the management and utilization of property with the view of preventing the purchase of equipment and other items which might be otherwise obtained at lesser or no cost. Through improvements made in our property management system it was possible to fill a large percentage of requisitions from surplus, thus effecting fuller utilization of equipment, etc., and decreasing expenditures for such items. During the last fiscal year 663 items having a value of \$240,421.41 were transferred between Bureau offices and stations in the States and equipment valued at \$177,275.86 transferred from Mexico, where it was no longer required in connection with the foot-and-mouth disease eradication program. Transfers of items to Mexico during the same period were valued at \$1,356.50. Surplus property obtained by the Bureau from other agencies of the Department without exchange of funds had a value of \$15,535.74, while the Bureau transferred to other agencies without exchange of funds property valued at \$243,879.65.

Procedure systems simplifying the maintenance and cross-referencing of program and administrative instructions were established and put into effect. New indexes of currently effective instructions are now in use in all field stations.

Within the past few months the Bureau has revised its career service program. New features have been adopted which are designed to further the efficiency of operations, to make maximum use of the experience and skills of employees, to provide attractive career opportunities by establishing a sound basis and procedures for promotion from within, and to promote employee morale. The problem of implementing this program is closely related to that involved in developing and improving upon methods of selecting key personnel. Three measures are being employed to meet these problems. The first involves use of a report which each supervisor is required to render prior to completion of a new appointee's probationary period. With this form each supervisor provides the Washington office with specific information as to the work performance, competence, personal attributes and characteristics, and potentials of each new employee. Since adoption of the report form, the Bureau has been better able to "weed out" during the probationary period those new appointees failing to measure up to minimum requirements, many of whom would otherwise probably have been retained to the disadvantage of the service.

A second and somewhat more comprehensive course of action now being worked out provides for the testing of employees with the view of determining their advancement and supervisory potential. Plans to establish a more realistic performance rating system for certain classes of employees have been developed by the Bureau. It is expected that these can be adopted with only slight changes upon issuance of performance regulations required by the Performance Rating Act of 1950.

B. List of Individual Operating Problems (Not necessarily listed in order of priority)

1. Shortage of Veterinarians

A. Problem: Since the beginning of World War II, the Bureau has been confronted with the problem of recruiting, from the limited number of qualified eligibles being graduated by accredited colleges and universities, a sufficient number of veterinarians to meet the acute needs of its veterinary-using projects. The efficiency and progress of all activities has suffered for many years from this shortage.

B. Improvement Activities: Initiation Date - August 1948; Estimated Completion Date - Indefinite

(1) In fiscal year 1949 field officials located in the vicinity of accredited institutions were designated to serve as contact representatives at each of the veterinary colleges. These representatives were provided with informative material to assist them in stimulating interest among veterinary students in work of the Bureau. During the fiscal year 1950 a trainee program was undertaken whereby undergraduate veterinary students attaining higher ratings in Civil Service examinations received regular probationary appointments for employment during the summer months. A total of 51 sophomore and 42 junior students were employed during the summer. These trainees assisted professional veterinarians in conducting various activities in the field of veterinary science. The Bureau has benefited not only from the increased volume of work accomplished during the summer period, but also from the increased interest of students in its activities, which has contributed to a much better recruitment situation so far as younger veterinarians are concerned. Estimate 0.5 man-years.

(2) During fiscal year 1951, 16 sophomore and 62 junior students were employed under the trainee program. In addition, 10 graduates who had served as trainees during fiscal year 1950 returned as regular professional veterinarians. Estimate 0.5 man-years.

(3) During 1952 it is planned to continue the program. Estimate 0.5 man-years.

2. Improvement in Supervisory Work

A. Problem: To develop techniques and methods for improvement of supervisory skills of professional personnel.

B. Improvement Activities: Initiation Date - March 1948; Estimated Completion Date - Continuing

During fiscal year 1949 the Bureau inaugurated a formal supervisory training program designed to improve the supervisory skills of professional personnel. The plan followed was to hold conferences at appropriate locations with supervisory personnel for the purposes of advising upon and clarifying program and administrative policies, procedures, rules and regulations; of discussing problems involving public, cooperative, Federal-State, supervisor-employee relationships, employee morale, welfare, safety and efficiency ratings and of solving problems relating thereto; and of instructing supervisory officials in improved supervisory and training techniques.

- (1) During the fiscal year 1950 the above described training program was continued. Approximately 800 supervisory employees participated in the training program during the year. Estimate 2.2 man-years.
- (2) This training program was again carried on during the fiscal year 1951. As of the close of June 30, 1950, approximately 1,200 supervisory employees had participated directly in the program. Arrangements had been made at many locations for employees to receive specific supervisory training under direction of their officials in charge. Estimate 2.2 man-years.

3. Improving the Effectiveness of Personnel Assigned to Brucellosis Eradication Work

A. Problem: There is a growing demand for expansion of the brucellosis eradication project on the part of livestock producers, who are becoming more aware each year of the heavy losses sustained as a result of brucellosis. There is also an increased demand on the part of the consuming public for eradication of this disease in domestic animals, since the disease in animals is the only source of the disease for man. With present military requirements for veterinary personnel so essential in the direction of the brucellosis eradication project, there is greater need for increasing efficiency and effectiveness of individual employees engaged in this project.

B. Improvement Activities: Initiation Date - July 1949; Estimated Completion Date - June 1953

(1) Beginning fiscal year 1950 a plan was inaugurated under which qualified Bureau veterinarians were assigned specific geographical areas with full responsibility for supervision of project operations therein, including educational activities. Under this plan supervisors are able to enlist increasing support from local accredited veterinarians in furthering the brucellosis program.

(2) During the same period another move taken to improve the work performance of employees on this project has been

inauguration of comprehensive field trials in several States to determine usefulness of the ABR, or milk ring test, as an adjunct to other procedures available for the identification of brucella infected cattle. Results of research reported on this test may become one of the most important aids developed so far in the fight to eradicate this disease. Simplicity of the test is such that its widespread use could provide a means of rapidly expanding the program. Data now being accumulated from field studies and progress hold much hope that the ring test can be accepted eventually as a part of the official program. Estimate 22.0 man-years, fiscal year 1950; Estimate 20.0 man-years, fiscal year 1951; Estimate 18.0 man-years, fiscal year 1952.

(3) In the present situation serious consideration is being given to the development and use of methods of measuring job workloads and of establishing work planning and performance standards for both supervisory and non-supervisory personnel. The nature of the brucellosis eradication work and the manner in which it is organized and carried on lends much support to the opinion that such analyses and standards would bring about fuller utilization of personnel, as well as needed expansion and improved planning of program operations. (In the absence of experience with job load analyses and work standards, no reasonable estimate can be made as to time or man-years required should such a project be undertaken.)

4. Eradicating Brucellosis in Cattle (Bang's Disease)

- A. Problem: For a number of years the brucellosis program has been plagued by the lack of unified effort. Wide differences of views held by individual groups have presented a serious obstacle to promotion of an effective program. These differences must be reconciled if much needed progress is to be made.
- B. Improvement Activities: Initiation Date - 1947; Estimated Completion Date - 1954

(1) In order to encourage adoption of the revised program, regional brucellosis conferences are being conducted throughout the country in cooperation with the Extension Service. At these meetings all interested groups in a given area are invited to participate in free discussion of all phases of the brucellosis problem. Such conferences are very helpful in clearing up certain points connected with the uniform program which are not too well understood. The wide acceptance of the principles outlined in the strengthened Memorandum of Understanding attests to the effectiveness of the promotional efforts made in this direction. At the present time, 42 of the 48 States and Puerto Rico have signed the new cooperative agreement and are now directing their efforts along uniform lines. In those States where the uniform program is being closely followed encouraging

progress has been reported. Estimate 4.5 man-years, fiscal year 1950; Estimate 4 man-years, fiscal year 1951.

(2) During the coming year further efforts will be made to gain the support of the few remaining States that have not as yet aligned themselves with the uniform program. Estimate 2.0 man-years.

5. More Effective State Legislation to Implement the Brucellosis Eradication Program

A. Problem: In some States existing laws are inadequate to carry out all provisions of the uniform brucellosis eradication plan. It is evident that if a State's laws are inadequate, so will its regulations be. Unfortunately, the effects of this situation are not restricted to the States at fault. Instead they have considerable influence upon eradication programs in adjoining States and thus are influences of national significance.

B. Improvement Activities: Initiation Date - September 1949; Estimated Completion Date - 1954

(1) The solution to the stated problem depends upon the ability of livestock interests and State and Federal officials to bring about an increased awareness among livestock owners of the economic benefits to be obtained by the individual owners and the industry as a whole from effective eradication measures. This awareness is being brought about in part through regional brucellosis conferences being held throughout the country, as described in project #4 (above). In addition, the Bureau has and is continuing to cooperate with the Council of State Governments in drawing up an outline covering essential points necessary for an effective eradication program. The material thus prepared is available to the various States as a guide in formulating legislation required for full compliance with procedures outlined in the uniform brucellosis eradication plan. While it is still early to evaluate results, there is reason to believe that the action being taken will be helpful in promoting uniformity of legislation and regulations, which is needed to strengthen the program. Estimate 1.0 man-years, fiscal year 1950; Estimate 0.5 man-years, fiscal year 1951; Estimate 0.5 man-years, fiscal year 1952.

6. Eradicating Tuberculosis in Livestock

A. Problem: Between 1917 and 1940, the incidence of bovine tuberculosis in the United States, Hawaii, Alaska, and Puerto Rico was reduced to less than 0.5 percent. Unfortunately, this resulted in a feeling on the part of many people that the tuberculosis problem was completely solved so far as cattle were concerned. This is a dangerous attitude, of course, in that so long as tuberculosis exists in any of our livestock,

eradication is not complete, and this residual infection constitutes a potential reservoir from which the disease could extensively reestablish itself. It is very important, therefore, that cattle owners, livestock sanitary officials, and veterinarians be reeducated on the continuing need for vigilance if we are to maintain the progress already made and eventually reach the goal of eradication.

B. Improvement Activities: Initiation Date - 1947; Estimated Completion Date - Indefinite

(1) In order to restimulate interest in the tuberculosis project, the Bureau has been using every means possible to focus attention on the herd and area breaks that are reported throughout the country. This information is being disseminated through discussions at meetings, by the distribution of prepared summaries of testing results and the release of current figures showing the amount of tuberculosis still being identified in cattle under routine slaughter operations. It is also being pointed out, in order to locate one reactor today it is necessary to test more than 500 animals, as compared with less than 20 that had to be tested during the early part of the program to accomplish the same results. Generally speaking, it can be said that there is growing concern throughout the country about the lack of progress in cleaning up the last vestiges of tuberculosis infection in cattle. We believe this is a healthy sign and gives promise of the support needed to accelerate the tuberculin testing program.

(2) The Bureau intends to pursue the present policy of encouraging increased testing throughout the country in the belief that the livestock industry cannot afford to lose the ground already won in the fight toward final eradication of bovine tuberculosis. Estimate 4.0 man-years, fiscal year 1950; Estimate 4.0 man-years, fiscal year 1951; Estimate 3.5 man-years, fiscal year 1952.

7. Improving the Effectiveness of Stockyards Inspection and Related Activities

A. Problem: To reach and improve the efficiency of operations and better utilize personnel in the field is a managerial problem of major importance. The work projects now under the direction of the Interstate Inspection Division have been increased since before the war by the addition of scabies eradication of sheep and cattle, determining the existence of diseases in the field such as dourine, anthrax, etc., and the administration of the 28-Hour Law, without a corresponding increase in the headquarters staff.

B. Improvement Activities: Initiation Date - March 1950; Estimated Completion Date - June 1952

(1) During 1950 a survey was begun in the field to ascertain whether the functional assignment of duties and delegations of authority were properly organized with the view to finding a solution to the problem. Organizational changes as a result of this study were put into effect at six of the larger stockyards in the North Central region. In the interest of efficiency and more satisfactory conduct of the inspectional phases of the work, yard areas were divided into operational segments under the immediate supervision of a veterinary livestock inspector to participate in and be responsible for the proper conduct of the work in a designated segment of operations. This study further indicated it was administratively desirable as well as practical from a technical viewpoint to establish a regional supervisor of interstate inspection activities in the North Central region comprising 18 of the largest public stockyards. Another organizational change made during the last fiscal year was broadening the assignment of the livestock laws investigator at Chicago on a regional basis. This arrangement provided the Bureau with closer supervision in the Midwest region, an area contiguous to the nation's largest livestock market, and some 80 outlying in transit feeding yards. Estimate 1.5 man-years.

(2) During 1951 the survey is to be continued as it has been found that the changes put into effect last fiscal year are working satisfactorily, in the six largest public stockyards. The appointment of a regional supervisor in the North Central region has been found to be more effective in bringing about the coordination and integration of interstate inspection activities than would be possible from headquarters in Washington. Consideration is being given to the establishment under regional supervision of other areas. Estimate 2.0 man-years.

(3) During 1952 we expect our survey to be completed and a follow-up made with the view to ascertaining the effectiveness of the organizational changes. Estimate 0.5 man-years.

8. Improving the Effectiveness of Virus-Serum Inspectors

A. Problem: Over a period of years, the policies and procedures of the Virus-Serum Control Division have been based on ever changing trends of the biological industry. The Division supervises activities in some 65 establishments located on 80 premises in 53 cities spread over 21 States. Production procedures followed in different establishments vary with the progressiveness of the establishment. In order that employees might be oriented in the various phases of Divisional operation, and the peculiarities and variations at the different establishments, and in order to formulate a standardized program, the need for a round table discussion designed to present and consider these problems is of major importance.

B. Improvement Activities: Initiation Date - April 1950; Estimated Completion Date - June 1952

(1) During 1951 a supervisor's operation conference was held with inspectors in charge at an appropriate central location. The various problems of Division operation were discussed in relationship to each individual station. Methods, applications of regulations, reports, communications, and uniformity of procedures, were taken up. Estimate 0.5 man-years.

(2) During 1952 it is again proposed to hold such a conference in a different location so that a greater percentage of our inspectors might participate. Estimate 0.5 man-years.

(3) During 1952 and succeeding years, it is planned to continue a divisional training program and to follow up the effectiveness of the program.

9. Improving Inspection Techniques in Meat Inspection Activities

A. Problem: Constantly changing methods of operation in meat packing establishments require a constant review of inspection techniques in order to meet problems as they arise.

B. Improvement Activities: Initiation Date - July 1949; Estimated Completion Date - After June 1952

(1) During the fiscal year 1950 the Meat Inspection Division, through coordination of inspection and studies by area directors, inspectors in charge and staff members of the central office, supplemented by procedures developed to meet inspection needs and problems which had been identified, was able to obtain a greater degree of uniformity in inspection throughout the country. The Division also has in preparation an inspector's manual which will serve as another working tool to supplement the Meat Inspection regulations. Estimate 3.0 man-years.

(2) During 1951 this work is continuing and it is expected that the inspector's manual will be issued during this year. Estimate 3.0 man-years.

(3) During 1952 studies on improved techniques and utilization of personnel will be continued and improved inspection procedures will be developed. More attention will be given to on-the-job training of inspectors. Estimate 3.0 man-years.

10. Compiling Records of Work Performed by Inspectors of the Meat Inspection Service.

A. Problem: Current, complete information is needed to determine inspectional requirements and facility requirements at establishments

operating under Federal Meat Inspection. This information not only includes the number and kind of animals slaughtered and the amount and kind of meat processed at an establishment, but also includes such information as unusual problems in areas where high incidence of disease is found in certain classes of livestock. This information is compiled principally for use by the Division in regulating its program. The data is used in other Bureau activities and is also published and distributed as part of the Market News Service of the Department. Moreover, it is widely used by livestock producers, marketing services, meat packers, consumers, and various other commercial and Governmental interests.

B. Improvement Activities: Initiation Date - July 1949; Estimated Completion Date - June 1952

(1) During 1950 antemortem, postmortem, and processing reports were changed to a mark sense system of reporting and machine tabulation of data. Reporting has been revised to meet current needs better. This has resulted in more readily available, currently needed information on slaughter and preparation of meat and meat food products of over three-fourths of all the animals slaughtered commercially in the United States. Estimate 2.5 man-years.

(2) During 1951 studies will be made to determine the extent to which this system can be extended to cover other reporting required in the Meat Inspection Service. Estimate 2.0 man-years.

(3) During 1952 a comprehensive follow-up will be made to determine whether additional changes should be made in reporting meat inspection activities. Estimate 1.5 man-years.

11. Reductions in Inspection Personnel in Mexico

A. Problem: In view of the apparently favorable situation in Mexico with regard to foot-and-mouth disease, reduced inspection schedules are planned for certain areas. In some cases, where the disease situation permits, inspections will be made at 60-day rather than 30-day intervals. This will result in decreased need for livestock inspection personnel in those areas and will require reassessments of personnel.

B. Improvement Activities: Initiation Date - 1951; Estimated Completion Date - Indefinite

(1) During 1951, in order to expedite the reassessments of personnel, areas have been mapped for reduction in inspection, including the prospective timing based on continuation of recent circumstances. Prospective turnover due to resignations, expiration of temporary appointments, disciplinary actions, etc.,

have been anticipated and coordinated with the reduced inspection schedules. Improvements in supervision are being worked out to compensate for the reduced inspection schedules. Application of this plan was begun September 1, 1950, on a small scale and will increase through December 31, 1950, after which date the force will remain at about the same level for the remaining six months of the fiscal year. Total reduction in United States personnel is estimated at 227 during the fiscal year. The saving resulting from careful execution of the plan is estimated at 120 man-years in GS-7 salaries.

(2) During 1952 reductions will continue to be made as permitted by the disease situation.

12. Maintaining Experimental Herds and Flocks

A. Problem: The increased cost of maintaining experimental herds and flocks has necessitated reductions in them which have interfered seriously with research and have required the repeating of experimental work for several years in succession to accumulate sufficient data for development of information for release to farmers, ranchers, etc. The development and adoption of new, reliable, and less expensive techniques in research requiring livestock, including poultry, is constantly under way in order to save funds or improve the quality of research.

B. Improvement Activities: Initiation Date - Dates back several years; Estimated Completion Date - Indefinite

(1) During fiscal year 1950 renewed efforts were made to overcome as far as possible a shortage of experimental livestock and poultry by extending cooperative research with States, as well as by entering into agreements with farmers, stockmen and poultrymen, for testing strains of livestock and animal disease control procedures. These measures have alleviated the problem somewhat. Further efforts were undertaken to improve research techniques, among those being investigations to determine the possibility of using younger animals and birds with the view of effecting savings in feed and other maintenance costs. Estimate 0.1 man-years.

(2) During fiscal year 1951 the plan of action identified above was continued. Constantly increasing costs of feeding and maintaining herds and flocks, however, continued to interfere seriously with our research project. Estimate 0.1 man-years.

(3) During 1952 continued efforts will be made to improve the management of research projects, to extend agreements with other interested agencies and individuals, and to devise more economical means of conducting research. Estimate 0.1 man-years.

13. Improving Management Procedures and Forms

A. Problem: To coordinate the preparation, distribution and use of all program and administrative procedures with the origination, design and use of such forms as are required to meet operating, management, public information and related responsibilities. Because these tools are used at all levels of the Bureau organization, basic considerations in their development and use are that they serve the purposes intended and be readily understood and usable.

B. Improvement Activities: Initiation Date - January 1950; Estimated Completion Date - Indefinite

- (1) During 1950 decision was reached to give increasing attention to the integration of procedural and forms activities in order to attack the problem identified above. The scope of the work to be undertaken and the lack of qualified personnel in the Bureau available for assignment to the problem has prevented full initiation of concrete improvement action. Estimate 2.5 man-years.
- (2) During 1951 over-all policies and objectives have been established which will result in a united program for improving management procedures and forms. Estimate 5.0 man-years.
- (3) During 1952 the program will be actively continued to further integrate all procedure and forms activities; to analyze all existing forms in order to continue, revise, consolidate, or eliminate them, as may be necessary; to fully consider the needs and uses of new forms in connection with existing forms to avoid duplication and to assure that information required on forms may be provided with a minimum of field employees' effort; and to assure the preparation and distribution to all affected employees of procedures that are essential in carrying out the program and administrative responsibilities of the Bureau. Estimate 5.0 man-years.





